

STANDARD FORM NO. 64

5741

Office Memorandum • UNITED STATES GOVERNMENT

TO : Deputy Director

FROM : Executive for A&M

SUBJECT: Forms for OCD

DATE: 29 October 1947

1. I have placed a central control on all published forms to eliminate unnecessary forms, files, procedures and delays to the extent compatible with efficiency. *This is an advisory function and not the command herein expressed. The Assistant certainly has right of decision, subject to advice, of what forms files & procedures he wants for operating his shop.*
2. a. OCD has requested reproduction of two forms for use as indicated below:

(1) Inclosure #2 - Dissemination order involving initial supply of copies of an ORE report

Number of copies	--	5	
Number of files in OCD	--	3	Master, suspense, & operative files.
Number of files in ORE	--	1	Suspense in destroyed when action completed.
Number of files in Central Records	--	1	
Special report by Central Records	--	1	Not a special file - this paper completes action in the operative file.

(2) Inclosure #3 - Dissemination order involving distribution of report already in stock

Not a duplication.

Number of copies	--	5	These are same files as
Number of files in OCD	--	3	(1) above.
Number of files in ORE	--	1	
Number of files in Central Records	--	1	
Special report by Central Records	--	1	

b. Inclosure #4 establishes an internal OCD procedure as indicated below:

- This procedure has functioned for 15 months without a dissemination failure or feedback as far as adequacy and security, so concerned.*
- (1) Order prepared by Dissemination Branch and sent to Requirements Branch. *for security and special controls*
- (2) Requirements Branch reviews and sends to Assistant Director. *With standard forms this step can be eliminated.*
- (3) Assistant Director reviews and signs order and sends to Administrative Officer to distribute as indicated: *notes recipients place in his out going basket*
- 2 - Central Records (1 to be returned) *Form requested by OCD permits delegation of authority to sign certain or all orders if Asst Dir decides desirable.*
- 1 - ORE
- 1 - Dissemination Branch, OCD
- 1 - Assistant Director's file, OCD

(4) Central Records files one copy and indorses the other back to OCD stating compliance and remaining inventory. *This has been found essential because of frequent and changing personnel in distribution unit. Delays are quickly checked. Errors are readily noted. OCD is informed of changes in inventory due to return of copies from CIA or IAC. This can be done by other special controls but this appears the best and it works.*

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3. a. The Management Branch has proposed a simplified method to OCB as indicated below (See Inclosure #1):

- (1) One form suitable for both purposes
- (2) 3 copies only to be used in each case:
 - 1 - To Central Records for action
 - 1 - To ORE for information
 - 1 - To remain in OCD

The form submitted does not cover the security desires of this office. In use it will cause much more work and confusion than the 2 order forms requested.

no errors detached until damage is done, hours of extra check and work for each error made, and for periodic situation checks.

b. The method proposed involves the following procedural steps:

- (1) Preparation of form by Dissemination Branch
- (2) Retention of OCD copy by Dissemination Branch
- (3) Original and one copy direct to Administrative Officer for most highly classified productions. I delegate much authority, involving signature rights to my subordinates. I reserve the right to decide who shall sign papers in my office. By this bright procedure the Asst Dir OCB knows, but the Asst Dir OCB does not!

ORE -- 1 copy for information
Central Records -- original for action

c. Management method is based on the assumption that --

- (1) A major branch chief of OCD who holds a P-8 grade can be held responsible for determining what internal coordination is necessary and accomplishing it prior to preparation of Dissemination Order. *This is exactly what is done in OCD. It is the Asst Dir OCB who is trying to tell the P-8 what they should do!!*
- (2) The responsibility for carrying out the Dissemination Order when received is that of the Chief of Central Records, and that OCD should assume that correct action has been taken unless otherwise advised. *The Asst Dir OCB is responsible to the Director that proper recipients get OCB classified matter. Experience has proven the need, simplicity, and efficiency of the check requested.*
- (3) OCD, by simple arithmetic, can maintain inventory figures without requiring recurring reports. *Copies returned to file cannot then be accounted for.*
- (4) It is the desire of the Director to:

- (a) Keep duplicate files to an essential minimum, reducing manpower and equipment requirements and lowering our operating costs. *Within his own shop the Asst Dir makes the decision as to essential minimum in comparison with directors desires.*
- (b) Expedite all actions by reducing to an essential minimum the number of times each paper is handled enroute to the action point. *Repeat above comment.*

- (c) Require individuals holding senior supervisory positions at a P-8 level to assume reasonable responsibility for the correctness of their actions and decisions. *I have only served 30 1/2 years in regular naval service, including 2 years as a Rear Admiral, but this is the first time it has ever been inferred that I do not know how to delegate authority!!! I repeat that only the Asst Dir delegates authority in his own shop and he is always willing to accept advice from experts, or orders from seniors. If higher authority feels it necessary to tell me who I shall have sign papers in my name they should*

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4. An overall management survey has been made of OCD and the resulting study is now in the hands of the Assistant Director for his comments. As this study contains proposals for considerable streamlining of internal OCD procedures, it is recommended that additional non-essential procedures be not now established. OCD now has 58 forms of record in this office.

5. Indorsement for your signature has been prepared and is attached for your decision.

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Executive for
Administration and Management

Enclosures

Memo fr OCD dtd 16 Oct(w/ 4 incls.)

This is not an additional or a non-essential procedure! It is the same one that has been in operation for 15 months but is reducing forms used to 2 instead of 3. Formerly orders have been typed up. A form saves a 15-minute typing job each time. The form or procedure has no relation to the streamlining recommendations of the study referred to.

In 15 months OCD has requested 18 printed and 19 mimeo forms, 11 of which are obsolete, 24 are in use. In addition the reading center uses a number of teletype forms to control and expedite dissemination. Considering that OCD processes over 60000 copies of intelligence and administrative material a month in a great variety of ways, 58 forms to save time and labor may well be not enough!